

Dimensions Of Strategic Vigilance As An Effective Tool In Crisis Management Of Government Institution: A Theoretical Study

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Abstract:

This study aims to identify the dimensions of strategic vigilance as an effective tool for crisis management in the institution, where strategic vigilance and crisis management are concurrent elements in maintaining the success of government institutions, as it requires institutions to invest time and effort in developing both sides to ensure their ability to adapt to crises and reduce their occurrence and confrontation, by enhancing the dimensions of strategic vigilance represented in technological vigilance, environmental vigilance, and social vigilance, through which institutions can achieve a high level of preparedness and response to crises, which contributes to maintaining their survival, continuity and achieving their objectives.

Keywords: Strategic Vigilance, Technological Vigilance, Environmental Vigilance, Crisis, Crisis Management.

Introduction:

The world is rapidly changing, what has made government institutions active in a rapidly changing environment, which would affect the work of these institutions to achieve their goals, growth and survival.

Facing integration of these institutions into the global economy, with the spread of the concept of globalization and the increase in competition, these institutions strive to gain competitive advantages that enable them to achieve precedence over their competitors in their field of activity, and thus achieve their objectives.

Government institutions are the first nucleus for building a solid economy, due to their ability to adapt to the dynamic business environment. These institutions may face many crises when doing business, and this is due to the variables of the external environment. Since the main feature that governs the activities of these institutions is adaptation to this environment and not isolation from it, it requires them to adopt effective strategies and plans that determine their orientations for activities and face the internal and external challenges of environmental variables, allowing them to optimize the exploitation and control of available resources.

Organizations need the most effective ways to know what is happening in their environment, and the best means to strengthen their sources of information and thus strengthen their ability to face the threats of the constantly changing external environment. This justifies the need to develop a strategic vigilance system aimed at monitoring these threats that can be faced and seizing the opportunities available to them, in addition to helping in decision-making in the institution.

Strategic vigilance is a modern concept and one of the basic elements that contribute in enhancing the effectiveness of crisis management. Strategic vigilance is not just a tool for monitoring and detecting potential crises, but an integrated philosophy aimed at achieving sustainable adaptation of government institutions to the surrounding variables and threats.

Research Problem:

Given their characteristics and innovative ability to increase wealth and solve economic and social problems, the greatest challenge facing these institutions in light of the great complexities of the Algerian business environment, along with the opening of the Algerian economy to the global economy and the consequent intensification of global competition, the promotion of Algerian institutions to activate their role in achieving sustainable development and advancement of the national economy depends on the effective implementation of the strategic vigilance system in managing the crises they face in order to build and upgrade their status, which in some ways ensures their survival and continuity.

From the above, the study problem takes shape, which can be crystallized through the main question:

- How do the dimensions of strategic vigilance contribute as an effective tool in managing the crises of government institution?

From this problem, the following sub-questions can be raised:

- 1- What are the dimensions of Strategic Vigilance?
- 2- What are Crisis Management Strategies?
- 3- How can Strategic Vigilance enhance the effectiveness of Crisis Management?

First: Theoretical Framework for Strategic Vigilance

1- The Concept Strategic Vigilance :

Strategic vigilance was defined differently according to the perceptions and approaches of scholars and researchers in this field.

Afnor defines it as: “The activity of continuously and repeatedly monitoring the environment in order to anticipate developments”.¹ This definition emphasized that vigilance is an activity used to monitor the institution’s environment.

Humbert Lesca, also defines strategic vigilance as: “That continuous collective action through a group of individuals collects and uses information voluntarily and proactively in line with potential changes in the external environment, in order to create business opportunities and reduce the risk of uncertainty.” From this definition, we conclude that ² vigilance requires many factors with diverse competencies.

Rouach defines it as: “A set of coordinated methods that organize the collection, analysis, dissemination and use of useful information in order to preserve the survival and growth of institutions”.³

In the same context, **Dhénin and Fournie** defines it as: “The collection, processing and storage of information and all strong and weak signals emanating from the internal and external environment of the institution” ⁴.

Through all definitions, we conclude that: Strategic Vigilance is a proactive strategic system to monitor the internal and external environment of the institution, with the aim of collecting, analyzing, processing, exploiting and disseminating information to decision makers to take corrective actions to maintain the survival and growth of institutions.

The following table includes some different definitions of Strategic Vigilance:

Table 1: Different Definitions of Strategic Mindfulness

<i>Definitions</i>	<i>Designation</i>	<i>Date</i>	<i>Auteur (s)</i>
Global and intelligent monitoring of the business environment on the lookout for forward-looking factual information.	Vigilance	1992	Ribault
Vigilance is an organized attitude of listening to signals coming from the company's environment and likely to call into question its strategic options.	Vigilance	1998	Martinet & Ribault
From the notion of vigilance, this is a careful monitoring, without failure, implicit in all outward vigilance activities, which evokes the image of the lookout. The Vigilance consists of "the observation and analysis of the environment, followed by the well-targeted dissemination of selected and processed information, useful for the strategic decision" (<i>Definition used at Atochem, Elf-Aquitaine Group</i>). The term was an immediate success but does not sufficiently emphasize the necessarily active nature of the approach, as would that of monitoring, which corresponds to all the actions by which we exercise continuous control. But it refers to indexing terminology and a police or even a prisoner, this is the reason why the vaguer notion of watch keeping is preferred.	Vigilance	1993	Guerny Delbès &
The informational process by which the company listens proactively to weak signals from its environment with the creative aim of discovering opportunities and reducing its uncertainty.	Strategic Vigilance	1994	Lesca
Standard XP X50-053 Vigilance: continuous and largely iterative activity aimed at active monitoring of the technological, commercial, etc. environment, to anticipate changes.	Vigilance	1998	Afnor

Source: Stéphane Gorla, *L'expression du problème dans la recherche d'information à un contexte d'intermédiation Territoriale (The Expression of the Problem in the Search for Information in a Context of Territorial Intermediation)*, Doctorate Thesis from the University of Nancy 2, Doctoral School of Languages, Time, Societies, 2006, pp. 522-537.

2- Characteristics of Strategic Vigilance:

Strategic Vigilance was characterized by several characteristics that were deduced from the above mentioned definitions, which are as follows:⁵

a. Strategic character: The concept of strategy is used to indicate that the information provided by strategic vigilance relates not only to current and recurring operations, but also to the provision of decisions of a future nature and the development of the institution in the changing social and economic environment ⁶.

b. Voluntary capacity: Strategic vigilance cannot be a negative act and limited to simple follow-up and monitoring of the environment because it is a creative goal. On the contrary, it is voluntary and needs a will that forces the responsible

authorities in the institution to activate and open good surveillance and eavesdropping tools in order to capture proactive information.

c. Collective, Dynamic and Continuous Path: Strategic vigilance is a recurring organizational path that passes through several interrelated stages, requiring the contribution of many people with different and integrated roles and skills at all levels and directions of the organization (*Transversal*). These people make up the so-called *Périmètre* (Vigilance Field) and are active in gathering vigilant information, analyzing it continuously and dynamically (interaction and evolution).

d. Collective Intelligence: This intelligence in the framework of strategic vigilance is associated not only with the individual, but also with a group of individuals who show the ability to coordinate their skills and abilities with each other to capture and sense signals and events to translate them, and try to understand them to help decision-making, and to act appropriately and most innovatively.

e. Creative Activity with a Target Action: The strategic vigilance of the environment of the institution is not seen as simple general trends of what is happening in the past and extends to the present and the future, but as a desired structure or future and in its creation. In this way, it is not only collecting information in order to know the changes of the environment to adapt to them, but its goal is to anticipate changes and influence the environment to make it in line with the objectives of the institution.

f. Environment: The institution's environment is not an abstract concept or a statistical thing, as it is composed of several influential factors, so it will be defined in a scientific way, especially when talking about targeting strategic vigilance.⁷

g. Anticipation: It is the information that itself has predictive features, so that it must provide clarifications as lighting for the future, and it is not important to express the past or the present.⁸

3- Dimensions (Types) of Strategic Vigilance:

There are several types of strategic vigilance, each of which has special advantages, specific activities, and clear goals and objectives. One of the most famous types of strategic vigilance is what we will discuss in the following: ⁹

I. Technology Vigilance:

It refers to the set of measures taken by the institution in order to detect changes, developments and updates in the technological environment. The aim is to monitor new developments in the technological field of interest to the institution, as well as to reduce surprises related to technological developments and the behavior of competitors in that field. Strategic vigilance depends on several elements, including:

- 1- Analyze patents related to the institution/company's field of work on an ongoing basis.
- 2- Studying the technological market to know the inputs and outputs.
- 3- Search for technological opportunities provided by the external environment and trying to seize them.

II. Environment Vigilance:

It is also called "Comprehensive Vigilance", and it seeks to be vigilant and constantly monitor all developments in the economic, political, legal and social fields, that is, it is related to the environment affecting the institution, and it works to monitor any change in those areas to address that change quickly.

4- Strategic Vigilance Data:

The goal of strategic vigilance is to collect data that helps the institution to monitor information that predicts events which may occur in the future. In this area, the basic types of data targeted by strategic vigilance can be distinguished as follows: ¹⁰

a. Control Data: It includes the information produced within the institution and directed for internal use. Knowing this type is very important because it enables the institution to compare its performance with the performance of the best institutions. This information is managed through Data Systems such as human resources information systems or production systems and quality systems, but it does not represent a great weight for strategic vigilance, and it is considered only as supported information.

b. Influence Data: Information produced within the institution and directed for external use, that is, directed to individuals and groups outside the company (such as the customer and the supplier). Marketing information systems are among the systems that manage them. It, too, remains merely information corroborated by strategic vigilance information.

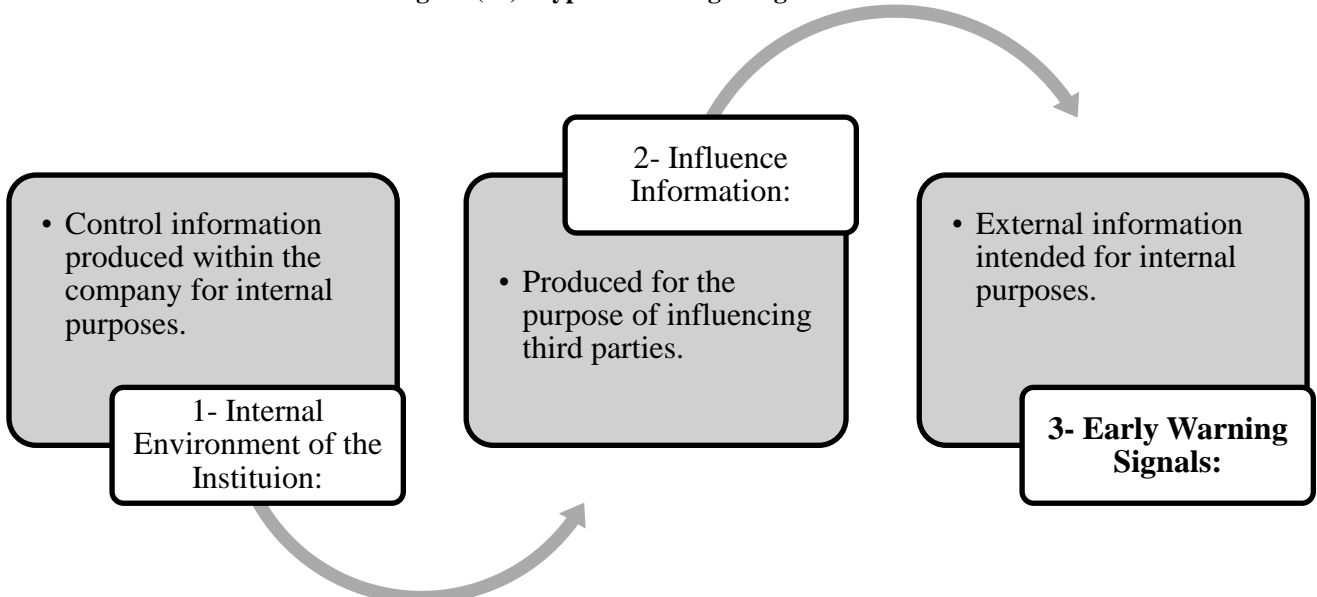
c. Early Warning Signals (Weak Signals): They represent the main and basic information that the institution seeks to obtain, and include strategic information collected from outside the institution and directed to internal use, and they reflect developments that have not been fully achieved, but predict the occurrence of something that has an impact on the institution.

Early warning signals are strategic information, characterized by some of the characteristics that this characteristic gives.

Among these characteristics we have: ¹¹

- 1) **External:** Being from an external source of the institution, related to advertising, reporting, or any accurate movement of the environmental factor and providing indicators of its intensity, movement or internal situation.
- 2) **Qualitative:** of a qualitative nature, that is to say, they do not have numbers of the past or derived from it. They take the form of highly unreliable data and are better detailed compared to practical information.
- 3) **Partial:** It is fragmented into several parts, so it is similar in composition to the mosaic piece, whose meaning is only gradually clarified, and this is what requires great patience in collecting it and cooperation from everyone.
- 4) **Incomplete:** Information is often incomplete, because it is not comprehensive, that is, it does not know all the dimensions of the information related to the desired topic, but this does not prevent it from being exploited in a profitable way to go to the furthest point.
- 5) **Random:** Because its discovery is not always expected. It may be obtained in a place other than the place where the research is carried out, or vice versa, so the path must have a strong will, which puts it in permanent and continuous interaction with the environment.
- 6) **Ambiguous:** This means that the information or organizational conditions need to be made clear.
- 7) **Anticipatory:** That is, it does not belong to the past, but rather predicts the future, as it relates to an event that has not yet occurred.

Figure (01): Types of Strategic Vigilance Data



Source: Made by the two researchers

5- Strategic Vigilance System:

Two types of Strategic Vigilance system can be distinguished as follows ¹²:

- a. **Central Vigilance System (The Official System):** This system consists of a central database that undertakes the task of collecting the data obtained from the vigilantes, processing them according to special programs and systems, and then disseminating them to several levels in the institution by relying on an internal communication network to take the appropriate decisions in a timely manner. It is necessary to multiply the administrators of this system and intensify their efforts in order to prove its effectiveness.
- b. **Vigilance and Decentralized System (Non-Official System):** The latter consists of several integrated vigilance subsystems, each of which handles a special type of information according to the department it owns, and each department makes appropriate decisions based on the information received in light of the overall objectives and strategy of the institution. It is the most flexible and dynamic in dealing with information and making decisions. The following **table (02)** shows the most important advantages and disadvantages of the two systems.

Table 2: Showing Advantages and Disadvantages of the Centralized System and the Decentralized System of Strategic Vigilance

	<i>Advantages</i>	<i>Disadvantages</i>
Central Strategic Vigilance System	<ul style="list-style-type: none"> - Targeting data needed by the strategy and management only. - Eliminating repetition and help factors focus their attention. - Focusing data, which leads to the ease of its development, correction and dissemination towards a specific network. 	<ul style="list-style-type: none"> - Costly in terms of maintaining the organization, organizing training courses for workers in the institution, in addition to the difficulty of evaluating the return from the courses. - Difficulty in evaluating in terms of performance. - Encouraging the collection of data without taking into account its quality.
Decentralized Strategic Vigilance System	<ul style="list-style-type: none"> - Inexpensive in terms of care and training of staff. - Lack of mandatory pressure on the manager. - Absence of pressure increases quality at the expense of quantity. 	<ul style="list-style-type: none"> - Repetition of sources and information. - Absence of a central function that works to provide data and ensure its validity. - Absence of strategic vision and systematic identification of needs and priorities. - The search for information is random and unstructured and depends only on the goodwill of the work.

Source: أنيسة قمان، المرجع السابق، ص 61

6- Stages of Strategic Vigilance:

Researchers disagreed on determining the stages of Strategic Vigilance, but we will, here, rely on the division of **Humbert Lesca**, who considered that strategic vigilance is an information context that begins with searching for data and ends with translating and using it in order for the institution to have a look at its environment and determine its location in it. These stages can be illustrated as follows ¹³:

A. Information Search Stage: It is the first and basic step in the process of strategic vigilance, and therefore it needs to recruit all the necessary energies to avoid losing the huge amount of information, which consists of:

- **Targeting (Ciblage):** Targeting the practical strategic vigilance on the basis of which part of the institution's environment that is placed under surveillance (prior monitoring), which is of great importance to the institution, and the possibility of determining the data that must be collected, and the purpose of targeting is to give greater effectiveness to strategic vigilance by reducing costs and reducing efforts. It aims to answer the question: What should be known about the external and internal environment of the institution in a given period? or what are the points that need to be focused on in order to make administrative efforts to reach the information?.

B. Information Collection and Analysis Stage (Tracking): After identifying the areas and elements of the environment to be monitored and identifying the sources of information, comes the stage of collecting, chasing and tracking, which is based on receiving data through observers or trackers who have the ability to know the appropriate and necessary weak signals. Analysis is a voluntary process according to which information is collected. According to **Jakobiak**, there are three ways to collect information:

- ✓ **Continuous Collection:** It is carried out by specialists in documentary research and depends on the study of a number of references.
- ✓ **Intermittent Collection of some Data:** Harvesting documents related to sectors that are under monitoring such as: reports of competition institutions, statistical documents...etc.
- ✓ **Continuous Collection of Dispersed Uses:** They are difficult to organize and relate to unofficial information.

C. Selection Stage : The tracking process may result in a huge amount of information, not all of which may be useful and relevant to the target, and the collected documents may be stuffed with different information, so the information selection process aims to evaluate and sift this amount of data to retain only the information related to the topic, which is of interest to the members of strategic vigilance in the sense of judging the credibility and usefulness of the information itself and its source.

D. Circulation Stage: This stage is concerned with organizing the circulation and transmission of information inward, and this is under various forms such as: daily statements, periodic publications (the Institution's Magazine) and reports...etc., and the circulation process requires the use of information and communication technology such as devices and programs that allow for efficiency and time saving, and also addresses the problem of the large flow of information, and this is through the use of special programs that classify and organize information.

E. Information Storage Stage (Stockage): After collecting and selecting the data, it is stored so that it is accessible continuously and at any time to authorized persons. Information storage represents the knowledge balance. It saves them

from loss and theft. The storage process must be subject to regulatory and scientific foundations and rules in order to ensure the ease of storage, use and protection of information, that is, information security.

F. Information Processing and Analysis Stage: In this process, "weak signals" are transformed into "driving forces", that is, the transformation of fragmented and incomplete information into a structured form, and the provision of information of a proactive nature to the developments of the environment as much as possible, and the continuous flow of information is in the form of four (04) types:

- ✓ **Normal Data:** Information that is difficult to avoid or that has no benefit or value.
- ✓ **Important Data:** Information that spreads curiosity, does not meet a specific need, and is capable of developing a very limited benefit.
- ✓ **Useful Data:** Information that is able to provide a benefit in the near future, it is information that is directed to exploitation.
- ✓ **Critical Data:** Information that is necessary and important in the process of making strategic decisions is very difficult to obtain, and its cost is very high.

G. Information Publication and Use Stage: where the information is distributed according to its own entities and this must be done at the right time and to the right person, to be used in the decision-making process ¹⁴.

Second: Theoretical Framework for Crisis Management

1- Concept of Crisis and Crisis Management:

1.1. Concept of Crisis:

There are many definitions that deal with the concept of crisis as a direct result of rapid and successive internal and external environmental changes in which organizations work, whether productive or service. The following are a set of definitions, including:

The crisis is defined as: "It is a sudden shift from the usual behavior – it means the collapse of a series of interactions that result in the emergence of a sudden situation involving a direct threat to the values or fundamental interests of the state, which necessitates the need to take quick decisions in a short time and in conditions of uncertainty so that the crisis does not explode." ¹⁵

Mitroff define the crisis as: "The process that includes five basic stages, which are the discovery of early warning signals, readiness and preparedness to prevent the crisis, contain the danger, reduce the negative effects, increase the positives, restore activity and ultimately learn, and gain experience." ¹⁶

1.2. Concept of Crisis Management:

Many researchers have contributed in defining the crisis management, including the following:

Crisis Management is defined as: "A series of procedures and actions carried out by the crisis management team to confront events from the beginning to the end, and requires rapid decisions based on available data and information, and the expected reactions of other parties to the crisis". ¹⁷

Crisis Management is also defined as: "A set of strategic management activities aimed at preventing or minimizing the impact of a crisis on an institution". ¹⁸

From the two previous definitions, we conclude that crisis management is a management process aimed at preventing the occurrence of crises and facing unexpected events that negatively affect the workflow of the institution.

2- Types of Crisis:

Crises can be limited in three (03) types and can be presented as follows ¹⁹:

- a. Immediate Crisis:** The crisis occurs without warning or with little warning, so the institution is not able to plan for the crisis before it occurs.
- b. Emerging Crisis:** This type of crisis develops slowly, and can be stopped or reduced by the use of some organizational procedures.
- c. Sustained Crisis:** This type of crisis lasts for weeks, months, or even years.

3- Fundamentals of Crisis Management and Coping Strategies:

In order to confront the crisis from its inception until it reaches the stage of reducing its threat and overcoming it, the following principles must be adhered ²⁰:

- a) Setting Goals and Priorities:** This factor is one of the most important factors for success in facing the crisis, especially the main goal, which is often unclear. Knowing the main cause accounts for **50%** of addressing and confronting it. Goals must be coordinated and prioritized, as the main goal of facing the entire crisis is not possible or outside the available capabilities and capabilities, so it is fragmented, and setting the goal does not mean selecting the risk factor that may involve some failures or successes.

b) Freedom of Movement and Speed of Initiation: This step is the first step to achieve the goal, as it starts with decision-makers who are not affected by shocks and allows them to initiate a crisis that is subject to the adverse reaction factor that can be controlled and its risk reduced.

c) Surprise: Surprise almost achieves full control over the crisis and for appropriate periods, as the announcement of the method of confronting it can result in the failure of efforts to resolve it, while surprise allows reducing its danger and eliminating it. In order to achieve surprise, it is necessary to be very discreet in mobilizing the force tasked with dealing with the crisis and to document it as close to the goal as possible.

d) Force Mobilization and Organization: The possession of forces is one of the factors of success in the face of the crisis, and the force includes multiple elements, some of which are related to the place of the crisis and the other is related to the time of the crisis and the stage it reached. The mobilization of force includes five (05) basic aspects: the geographical strength resulting from the interaction of man with the place and environmental resources, the economic forces represented in the available resources, the military force in terms of size, type of formations and morale, and the influential aspect, which means the organized influential effort in public opinion at home and abroad, which limits the ability and effectiveness of the other party and weakens its forces.

e) Cooperation and Effective Participation: The available capabilities may not be able to face the emerging crisis, whether local or international, so it is necessary to resort to external support that doubles the capacities on its direction.

f) Continuous Control over Events: The rapid succession of crisis events increases the severity of their negative effects resulting from the attraction of external factors supporting them. Therefore, dealing with them requires superiority in controlling their events, and this is done through full knowledge of their developments.

g) Comprehensive Insurance of Persons, Property and Data: Physical insurance of persons and property is an imperative necessity to confront the crisis, as a minimum level of natural insurance must be provided for persons, property and information before it occurs and ways to prevent it must be provided.

h) Rapid Response to the Events of the Crisis: The rapid scientific development witnessed by the world has a very important impact on the nature of crises, which have become rapidly evolving and called for a rapid response to them, which necessitates the presence of scientific cadres trained to confront these crises.

i) Economizing the Use of Force: There must be a determination of the capabilities allocated to confront crises subject to accurate calculations. Excessive use of force is a waste of potential, and excessive use of force may have a reaction and turn manifestations of the overt crisis into hidden pressure that is difficult to follow up.

Fourth: Contribution of the Strategic Vigilance Dimensions as an Effective Tool in Crisis Management:

Crisis Management of government institutions requires the adoption of modern management methods represented in the strategic vigilance system, which contributes to anticipate the future, monitoring various early signals represented in opportunities, and avoiding threats that surround the institutional environment. The most important contributions can be presented in the following points ²¹:

1. Seizing Opportunities and Avoiding Threats: This is done by anticipating data by decision-makers in detecting available opportunities and potential threats by taking opportunities and avoiding threats, and knowing possible mistakes in the framework of obtaining strategic information.

2. Future Foresight: It works to activate the possible perceptions by simulating and observing them, then interpreting them mentally and formulating the expected assumptions in the future.

3. Managing Ambiguity and Dealing with Complexity: This remains to be managed in a relative way that is highly suspicious of the uncertainty that surrounds it. Therefore, it is necessary to deepen the future vision and rely on its clarification to simulate the sure future, otherwise the signals and poor forecasting will increase.

4. Taking Strategic Vigilance as a plan of action and a research system at the same time depends on the actual contribution of the information system management in achieving the objectives, and even developing a proactive preventive plan to prove the existence and achieve the competitive advantage of economic institutions, as some studies have proven that there is a great role for the dimensions of strategic vigilance in managing the crises of economic institutions, and enhances their ability to confront them in the event of their occurrence.

Technological vigilance (one of the strategic vigilance types) is one of the most important elements of institutional excellence, as it has been proven that there is a moral impact of technological vigilance on the ability of institutions to

manage the crisis. Government institutions have the ability to identify technological developments that are less vulnerable to the threats associated with the crisis, and can overcome them if they occur.

Technological vigilance also plays an important role in pre-crisis management by collecting information that allows good knowledge of the institution. Targeted information from vigilance helps to anticipate the occurrence of crises.

The Strategic Vigilance Cell also works to predict the occurrence of crises through early warning signals that allow the reduction of uncertainties related to the environment, and its development in order to enable pre-crisis managers to prepare for potential crises ²².

Environmental vigilance also contributes to the crises management of government institutions, through the ability of this type of institutions to understand the variables of the internal and external environment, and the ability to adapt and adapt to them.

The Strategic Vigilance System consists of a decentralized system, which in turn consists of central departments of marketing, research and development, which contribute to predicting where crises occur and dealing with them by institutions.

A study by Litim Khaled, And Nedjimi Aissa (2018) also proved that the strategic vigilance system is a strategic choice for the institution to ensure survival and continuity and achieve its competitiveness, and to identify and address the concept of crises, and presented the methods of strategic vigilance through which the crises facing the institution are managed ²³.

Social vigilance also plays an important role in avoiding conflicts that occur within the institution, in addition to identifying warning signals and translating them. For example, an investigator of the conditions of crises that occur at the level of government institutions can reach the fact that many crises are caused by human forces, or resulting from errors committed by the human element, and thus allow this type of vigilance to analyze and evaluate the human resource and discover the shortcomings related to it, and thus eliminate the crises that are the cause in their occurrence ²⁴.

Through the above, the dimensions of strategic vigilance are one of the basic elements that contribute to the effective management of crises. This lies in predicting the crisis by recognizing the early signs of potential and expected crises, and by responding quickly when vigilance cell teams are vigilant, so that they can make quick and effective decisions, as well as by enhancing the flexibility that enables institutions and gives them the ability to adapt to environmental variables.

Conclusion

It can be said that the dimensions of Strategic Vigilance represent an important element in the Crisis Management of government institutions. It is not only a mechanism for reacting to crises after their occurrence, but also a proactive strategy that allows anticipating and monitoring the variables of the external environment in order to prepare for and face various challenges.

1. Discussing the Results:

The study reached a set of results, as follows:

- ✓ Strategic Vigilance is a system that helps to manage crises and make decisions through the internal and external monitoring and analysis process of the institution to capture threats and opportunities in a proactive and voluntary nature.
- ✓ Strategic Vigilance has several dimensions, the most important of which are: competitive, technological, commercial, environmental, legal and social vigilance, which contributes to the management of institutional crises before they occur by predicting environmental variables.

2. Recommendations:

Within the framework of this study, and in light of the above mentioned results, it is finally possible to propose some recommendations that can benefit government institutions and contribute to the management of their crises, including the following:

- ✓ Spreading the culture of Strategic Vigilance among the various frameworks and managers of government institutions by holding educational and training courses for various employees in these institutions.
- ✓ Creating a department for strategic vigilance at the level of these institutions, through which individuals are organized and supported in searching for important information, thus enabling these institutions to monitor the environment in which they are active.
- ✓ Various government institutions should increase their contribution to the provision of financial, human and technological resources to build a system of strategic vigilance in their departments, so that they can face their crises.
- ✓ Government institutions should rely on strategies to manage their crises and allocate a budget for this.
- ✓ Government institutions should develop and continually review crisis management programs and plans.

✓ Training and developing the human resource by government institutions on how to identify the warning signs of crises and how to deal with them.

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